



Strategic Plan *2006 – 2011*





CREATING COMMUNITIES THROUGH PEOPLE, PARKS & PROGRAMS

The Department of Parks and Recreation fully embraces the County of San Diego's mission to provide County residents with superior services to improve the region's quality of life. We make this mission a reality through programs that create healthy communities, protect valuable natural and cultural resources, provide recreation opportunities, reduce crime and vandalism, and foster responsible economic development.

Our Strategic Plan outlines our priorities for accomplishing our mission over a five-year period. The plan lays out how we meet today's challenges and anticipates what opportunities and risks are on the horizon. It also provides a road map to enhance the many benefits of parks and recreation. Residents of San Diego County recognize these benefits:

Community

Parks and community centers establish a positive community identity. Safe and well-maintained park facilities promote family-friendly recreation, reduced crime, cultural harmony, and community spirit.

Health

Parks and recreation opportunities foster healthy lifestyles, build self-esteem, reduce stress, and provide positive alternatives for youth at risk.

Environmental

Parks and open space areas help protect natural resources and wildlife, enhance water and air quality, and improve overall community livability. Park visitors have the opportunity to learn about the environment first hand, and take those lessons home with them.

Economic

Parks enhance property values, contribute to healthy and productive workforces, and help attract and retain businesses.





OUR MISSION

To provide opportunities for high quality parks and recreation experiences and to preserve regionally significant natural and cultural resources.

OUR VISION

A park and recreation system that is the pride of San Diego County.

GUIDING PRINCIPLES

- **Safety.** We provide for the safety and well-being of the individuals, families, and communities we serve.
- **Environment.** We preserve and enhance the environment in San Diego County.
- **Fiscal Stability.** We ensure our Department's fiscal stability during changes in economic trends and service demands.
- **Continuous Improvement.** We promote a culture that values our employees, partners, and customers and fosters innovation in parks and recreation.

STRATEGIC INITIATIVE 1: KIDS

Improve opportunities for children

STRATEGIC INITIATIVE 2: THE ENVIRONMENT

Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development

STRATEGIC INITIATIVE 3: SAFE & LIVABLE COMMUNITIES

Promote safe and livable communities

STRATEGIC INITIATIVE 1: KIDS





“Childhood is not preparation for life. It is life.”

—James, age 9

Most of us recognize childhood as a time of great freedom — freedom to explore, to learn, and to have fun. But childhood can also be challenging. Childhood health and behavior problems can lead to life-long consequences. Problems facing our youth include childhood obesity, a lack of healthy after-school activities, and delinquency.

We want all children to overcome these challenges and be able to reach their full potential. To achieve this, we offer opportunities that address a wide variety of needs — opportunities to engage in physical activity and learning, to develop social skills, and to model healthy, productive lifestyles. Through direct programming and partnerships, we provide positive recreational activities, environmental education, and targeted teen programs.

We strive to help equip children in San Diego County to succeed in life.

Department Goals

- Reduce childhood obesity through effective education and programming, including the Childhood Obesity Action Plan.
- Expand teen services and support at-risk youth through after-school programs and field activities that challenge youth to develop socially.
- Develop new and innovative play features for kids at County facilities.
- Construct or upgrade athletic fields and implement standards for all youth sports programs.
- Pursue funding and opportunities to open new recreational facilities and serve more children throughout the County.
- Utilize community input, including the recreational needs assessment, to develop targeted youth programs for individual communities.
- Teach youth about the environment and develop them into stewards of our resources.
- Increase recreational opportunities for disabled youth.

STRATEGIC INITIATIVE 2: THE ENVIRONMENT





“One generation plants the trees; another gets the shade.”

—Chinese proverb

San Diego County residents are fortunate that the generation before us began planning for our future, but we want to do even better. We are leading the County’s effort to preserve open space, which provides recreation opportunities, supports wildlife, and naturally purifies air and water. As part of this effort, we continue to implement the most ambitious habitat conservation plan in the U.S. — the Multiple Species Conservation Program.

We also recognize that our population is growing, as is our residents’ demand to lead active lifestyles. Enhancing our quality of life requires that we balance our responsibility to preserve environmental resources with our obligation to meet San Diego County’s growing recreational needs. We will continue to pursue creative solutions to these equally important challenges.

Department Goals

- Leverage funding to acquire, preserve, and restore habitat and watersheds.
- Design and manage park improvements using “green” technology to reduce energy usage and control maintenance costs.
- Identify and act on strategies to protect, sustain, and restore the quality of water in our region.
- Manage the tree population in our parks and preserves to maintain park character and ensure tree health.
- Expand outreach and education through docent, volunteer, and other collaborative programs to increase environmental awareness.
- Preserve the County’s historic and cultural resources and develop programs to interpret them.
- Enhance park beautification and community value through cooperative efforts with neighborhood organizations and conservation groups.
- Provide appropriate and wide-ranging recreational access to the County’s open space.

STRATEGIC INITIATIVE 3: SAFE & LIVABLE COMMUNITIES





“Someday...we’re gonna get to that place where we really want to go, and we’ll walk in the sun.”

—Bruce Springsteen

For most of us, San Diego County is the place where we really want to go. But it’s not just the sunshine that makes our community such a nice place to live and visit. Well-maintained parks help keep our neighborhoods safe and livable.

We offer a wide variety of parks and programs, in settings that appeal to the County’s diverse population. Our programs encourage healthy behaviors and promote the role of recreation and stewardship in improving our citizens’ overall health and wellness.

San Diego County parks, campgrounds, trails, playgrounds, athletic fields, community centers, and recreation programs enrich the quality of life for all residents.

Department Goals

- Enhance and expand parks, open space, and recreation facilities.
- Promote the health and well-being of children, adults, and seniors through a diverse range of high quality program opportunities.
- Continue implementation of our award-winning Trails Master Plan to create one of America’s top trail networks.
- Develop a marketing campaign to promote new programs and convey success stories to the public.
- Expand on-line services and access to parks and recreation information for all residents.
- Utilize partnerships to increase community involvement in park safety and beautification.
- Ensure emergency preparedness and response capabilities in regional parks, recreation facilities, and open space preserves.
- Increase recreational opportunities for disabled participants.
- Expand special events and outreach opportunities throughout the park system.



REQUIRED DISCIPLINES

Fiscal Stability

Our fiscal discipline ensures our ability to provide outstanding park and recreation services in good economic times and in bad.

Customer Satisfaction

Our customers' satisfaction is the key indicator through which we gauge our operational performance.

Regional Leadership

We work together with other agencies to provide a greater range of parks and recreation opportunities to County residents.

Skilled, Competent Workforce

Our committed, capable, and diverse employees turn ideas into achievement and success.

Essential Infrastructure

We ensure that the basic facilities and physical resources are in place for superior service delivery.

Information Management

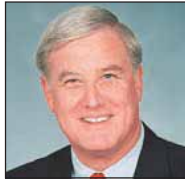
We utilize superior technology systems to efficiently manage a wealth of information resources.

Accountability/Transparency

Our delivery of parks and recreation services is conducted as openly as possible.

Continuous Improvement

We guarantee quality and efficiency through continuous efforts to improve and innovate.



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District 1



Dianne Jacob
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District 2



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Web site and on-line services
www.sdparks.org



PHOTOGRAPHS

Front cover

Dos Picos County Park

Inside front cover

Left to right, top to bottom: Girl Scout campout, Lake Morena County Park; San Elijo Lagoon Ecological Reserve; senior exercise class, Fallbrook Community Center; REC Club Outdoor Adventure program; camping at Sweetwater County Park; Lake Jennings County Park playground; Ballet Folkorico, Sweetwater Lane County Park; Hellhole Canyon Open Space Preserve; Western bluebird (*photo courtesy Matt Sadowski*)

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William Heise County Park

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Top to bottom: 4S Ranch sports field; Felicita County Park playground; ranger-guided hike, Sycamore Canyon Open Space Preserve

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Playground, Lake Morena County Park

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Top to bottom: Interpretive program, Sycamore/Goodan Open Space Preserve; REC Club Outdoor Adventure program; youth soccer, Sweetwater Lane County Park

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Guajome County Park

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Top to bottom: Tree planting; Rancho Guajome Adobe; ground pink (*Linanthus dianthiflorus*)

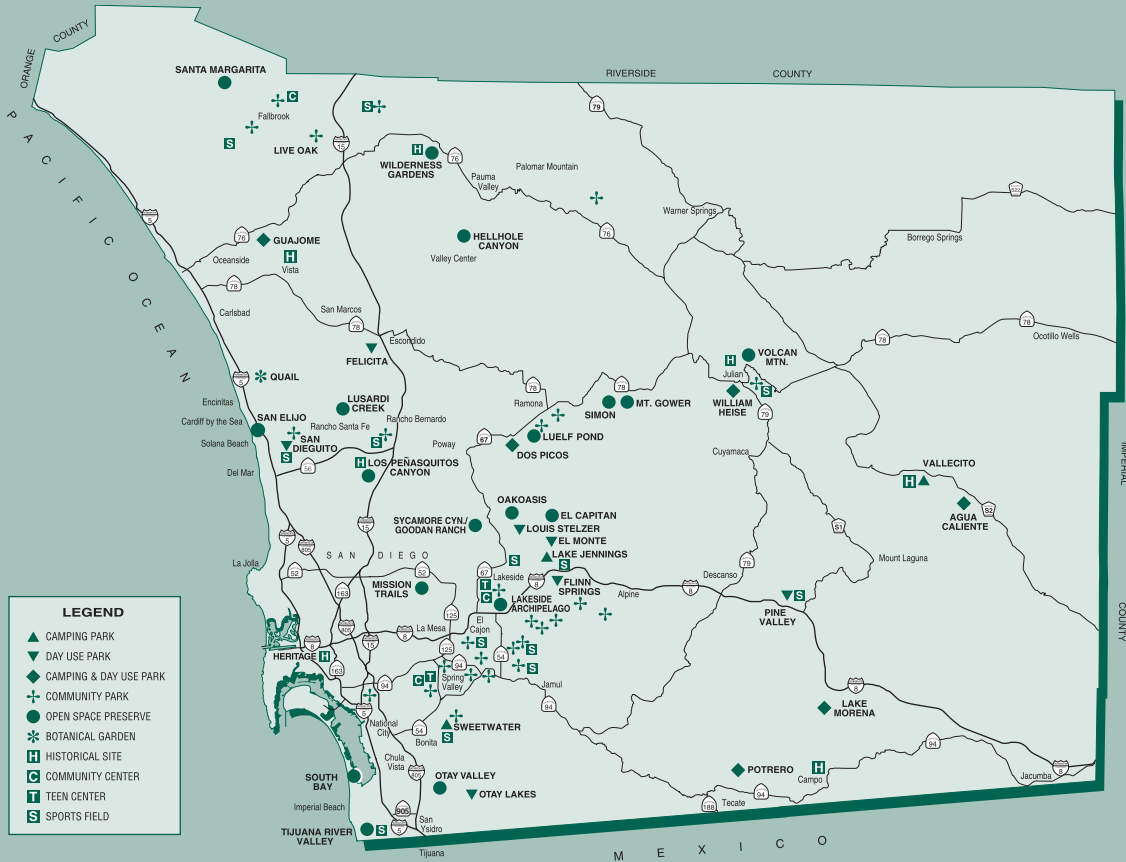
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Kelly Ditch Trail, William Heise County Park

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Top to bottom: Spring Valley REC Club; Potrero County Park; Spring Valley Community Center

SAN DIEGO COUNTY PARKS



LEGEND

- ▲ CAMPING PARK
- ▼ DAY USE PARK
- ◆ CAMPING & DAY USE PARK
- + COMMUNITY PARK
- OPEN SPACE PRESERVE
- * BOTANICAL GARDEN
- [H] HISTORICAL SITE
- [C] COMMUNITY CENTER
- [T] TEEN CENTER
- [S] SPORTS FIELD